2010 Conference Education Program

ARMA International is seeking proposals to cover the following education topics. *Proposals for topics outside of this programmatic framework will only be considered if the content substantially supports the overall program.*

Business Functions

1. Ethics
   - Identify what constitutes ethical behavior and how ethical decisions should be made
   - Apply business models for analyzing ethical dilemmas
   - Explain an approach to designing and implementing a business ethics program
   - Summarize how business ethics programs improve business performance by meeting the reasonable expectations of their stakeholders
   - Increase awareness of ethics issues, improve decision-making, and reduce ethical misconduct

2. Effects of Recession/Economic Crisis on RIM
   - Identify how an economic "Crisis" relates to RIM professionals
   - Recognize key factors impacting RIM in a Recession/ Economic Crisis
   - Identify why RIM is critical for sustained funding in the midst of budget cuts
   - Explain how to reduce overhead without sacrificing quality in RIM programs
   - Identify budgetary trends in both large and small organizations with respect to RIM programs
   - Identify fiscal techniques for continuing adequate funding for sustained RIM programs
   - Reassess RIM program for cost savings and to maintain program viability in a shrinking economy

3. Multi-Generational and Multi-Cultural Workforce
   - Identify critical skills and techniques for motivating and leading a multigenerational workforce including: Seniors, Boomers, Generation X and Generation Y
   - Recognize the multiple generations interacting in today's workplace and identify their primary characteristics (strengths, weaknesses, and job-related needs of each generation)
   - Identify and analyze key cultural differences impacting work values, styles and communication
   - Determine how positive aspects of various cultures support your corporate objective
   - Identify delegation techniques and goal setting for a multigenerational workforce

4. ROI Tools for Records Management
   - Identify tangible and intangible cost components of a RIM program and potential areas for savings
   - Identify methodologies for calculating, measuring and monitoring ROI for a variety of RIM projects
   - Identify effective reporting methods to communicate the results of an ROI initiative
   - Identify the key elements of a business case
   - Identify different types of business cases
   - Explain how to justify a RIM project
   - Use your business case to plan your overall project

5. Procedure Development
   - Define the purpose and use for organizational records policies
   - Explain the requirements gathering process for a records policy
   - Use analysis techniques to identify process gaps
   - Use process mapping and flow charts to map processes and activities
   - Develop procedures based on the process map/flow chart
   - Explain the role of written procedures in maintaining effective and compliant business activities
   - Compare and contrast the various quality methodologies such as Six Sigma, ISO 9000.,etc
   - Conduct timely review and audit of procedure development
   - Align RIM strategy and business process strategy
   - Summarize performance measurement and why an organization uses it

6. Performance Measurement and Data Collection
- Identify the value of RIM to its customers
- Select performance standards/targets for RIM based on the value statement
- Select performance metrics for RIM based on the standards/targets
- Identify techniques for data collection and analysis.
- Compare and contrast data collection tools.
- Reporting on performance measurements.

7. Effective Electronic Forms Design
- Compare and contrast electronic data collection tools
- Develop a form to collect information necessary for the business process and RIM requirements
- Identify best practices to address security issues associated with using electronic forms
- Identify methods to authenticate electronic forms
- Define a click/wrap agreement and understand its importance for RIM/Legal/Business functions
- Identify best practices for integrating electronic signatures into a form
- Determine when an electronic form should be captured as a business record
- Identify key design principles for impacting form design

8. Audit Techniques
- Outline basic audit principles and definitions
- Identify basic research tools and resources available to assist a compliance audit
- Identify methods for effectively reporting findings
- Define effective interview techniques, methods and documentation
- Identify cutting edge auditing techniques and advanced auditing methodologies, and how these can improve business decision making

9. Business Communication
- Communicate effectively both verbally and in writing
- Demonstrate listening and questioning techniques one-on-one and in groups
- Describe the impact of body language and voice tones on communication
- Identify various forms of business writing and when each is appropriate
- Develop an action plan to improve communication skills

10. Cross Cultural Communication and Global Business Etiquette
- Define the impact of the US culture on global business situations
- Define the norms of designated cultures
- Communicate effectively with foreign colleagues via telephone and email
- Apply cultural protocols in business situations

11. Basic Budget/Accounting
- Define the basic elements of a program budget
- Outline the basic tracking mechanisms to gather information required to develop a budget
- Produce basic expenditure status reports
- Create a sample budget
- Calculate a basic return on investment (ROI)
- Develop business justification for your RIM Program
- Define common accounting terminology
- Define benchmarking techniques and methods to secure funding for RM Programs

12. Green RIM Initiatives
- Identify deliverables RIM can bring to the table to support green initiatives
- Identify funding sources for greening your RIM program
- Identify RIM projects that save energy, conserve resources, and reduce carbon footprint
- Identify methods to calculate a RIM program's carbon footprint
- Establish measurable reduction targets
- Develop methods to track and measure a green initiative's success

13. Building a RIM Team
- Identify interviewing techniques and questions for assembling a productive team
- Create a skills and training matrix that matches performance objectives and measures
- Create a succession plan
- Explain how to manage to staff strengths
- Determine RIM staffing levels and competencies necessary to meet organizational goals
- Develop individual and team score cards to promote achievements of Records Management team
- Demonstrate effective delegation and coaching techniques
- Utilize the Job Descriptions for RIM to define your RIM team
- Identify methods for motivating and rewarding employees
- Evaluate performance and develop work plans using strategic objectives, program metrics and ARMA RIM Core competencies
- Identify the qualities of a winning team
- Identify strategies for building a team culture, conflict resolution, and motivating a team

14. Project Management
- Identify components, steps, and processes of project management
- Detail an example of a typical records management project
- Apply project management principles to RIM initiatives
- Identify strategies to mitigate project risks
- Identify approaches to document and communicate a project plan
- Compare and contrast planning vs. control, strategic vs. tactical planning, and basic steps in project planning
- Outline the importance of the mission statement and its use in setting goals and objectives
- Define the work breakdown structure and how to use it to plan a project
- Explain the variety of proven scheduling tools such as bar/Gantt charts, CPM (Critical Path Method), and PERT (Performance Evaluation and Review Technique)
- Describe how to effectively manage a project team

Communications & Marketing

1. Customer Service
- Develop standard operating procedures to ensure consistent service
- Illustrate the impact of body language and voice tones intonation on communication
- List strategies and tactics for dealing with difficult customer service situations
- Create an environment that is conducive to delivering exceptional customer service
- Identify your internal and external customers and their expectations.
- Master effective listening and communication techniques
- Establish effective customer service performance measures

2. Business Communication
- Develop a communication plan
- Analyze business communication problems and propose appropriate solutions
- Describe the roles culture and politics play in business communications
- Identify techniques to communicate difficult issues
- Identify techniques for providing feedback

3. Communicating with Stakeholders
- Identify stakeholder’s needs
- Explain when and how to use surveys and focus groups
- Analyze feedback from stakeholder needs assessment and develop an action plan
- Develop elevator speech customized to stakeholder needs
- Identify opportunities and techniques for building collaboration within an organization
- Describe ways, beyond training, to bring users 'into the fold'
- Identify the key factors in successful relationship management

4. Outreach Strategies
- Describe a range of outreach strategies
- Describe how to find outreach opportunities in your organization
- Describe common roadblocks to successful outreach initiatives
- Examine RIM customers and methods for marketing to them

5. Networking
- Identify networking opportunities within an organization
- Identify external networking opportunities that can expose RIM to a greater audience
- Identify key skills needed for successful networking
- Identify reasons for networking and how to establish your networking objective
- Describe solutions for easing anxiety tied to networking for shy/introverted personalities
- Identify multigenerational networking techniques
- Identify top 10 networking questions and how to use them to your advantage

6. Internal RIM Training
- Identify why information management is important to the organization's success
- Outline the role of the end user in managing records and information
- Explain risks to organization and end user if records and information are not well managed
- Explain "what's in it for me?" message to all levels of your organization
- Determine training objectives and explore possible approaches to meet the need
- Identify resources for effective, inexpensive RIM training in today's shrinking economy
- Identify the tools and techniques for measuring and verifying the effectiveness of training

7. Communicating at the "C" Level
- Outline common problems encountered when trying to get your message to executives
- Outline an effective strategy for communicating with executives
- Identify various communication techniques geared toward senior management
- Articulate RIM value proposition as it pertains to organizational goals
- Explain how the business need for RIM and organizational strategies intersect
- Define methods for distribution of critical "risk based" information
- Describe the challenges of presenting proposals to executives and boards

8. Marketing Your RIM Program
- Identify how persuasion and negotiation play a role in marketing a RIM program
- Apply proven marketing principles to identify RIM stakeholder need
- Create marketing messages to communicate the RIM Program's value to all stakeholder groups
- Develop a cohesive plan to support the RIM Program's marketing and communications objectives
- Identify how to create a brand for your RIM program
- Summarize a range of marketing techniques
- Conduct and analyze market research
- Plan and deliver a marketing strategy

9. Communicating with non-RIM Professionals
- Leverage subject matter expertise in establishing RIM policies within other departments
- Translate "RIM Speak"
- Identify the objectives, challenges, and perspectives of colleagues in terms of departments' goals
- Explain the value of empathy and professional respect when collaborating cross-functionally

10. Technical Presentations
- Differentiate between technical presentations and other presentations
- Identify the essential components of a presentation
- Describe an audience analysis and why it is a necessary step in a presentation
- Identify the benefits and pitfalls of various visual aids and audience seating arrangements
- Identify methods for keeping a business audience engaged in technical presentations

Information Technology

1. RFP Development for ERM Software Selection
   - Explain methods for identifying business requirements.
   - Use a business process map to develop a RFP requirement
   - Define the steps required to develop an RFP based on technical infrastructure
   - Outline how to develop a needs assessment for the RFP
   - Compare and contrast the differences between a RFI and RFP

2. RIM Analysis for ERM/CRM/ECM/BPM Software Solutions
   - Identify records generated/created through ERM/CRM solutions
   - Identify records management components for ERM/CRM/ECM/BPM solutions
   - Identify the benefits and limitations of software solutions based on organizational policies
   - Define needed functionality to fully “RIM enable” solutions
   - Identify the differences between ERM, CRM, ECM, BPM software solutions

3. Business Process Management Solutions
   - Differentiate between the focus of BPM and ECM solutions
   - Identify the key components and functionality of BPM solutions
   - Describe the challenges and limitations in the implementation of BPM solutions
   - Identify RIM requirements of a BPM solution and evaluate the system based on them
   - Develop a business case for implementing a BPM solution

4. Imaging
   - Identify capture needs based on your environment
   - Identify appropriate capture equipment for compatibility and speed
   - Define key quality control procedures for captured images and associated index data
   - Identify appropriate metadata information and indexing fields
   - Identify options for moving images directly to ECM systems
   - Evaluate the various formats available for captured images and their pros/cons
   - Identify issues surrounding outsourcing image capture vs. in-house image capture
   - Identify emerging imaging technologies
   - Identify best practices for image capture and indexing
   - Identify best practices for image migration
   - Identify benefits/challenges of managing images in a virtualized data center

5. IT Language
   - Identify issues IT faces in supporting the enterprise
   - Translate RIM program requirements into IT terminology
   - Define the records management terms for e-records
   - Define the IT terminology for electronic data
   - Develop common definitions with IT for unstructured, semi-structured and structured information
   - Define the ideal role and relationship between IT and RM in data management
   - Identify how to interact with your IT professional

6. Email Management
   - Identify strategies for email management
   - Outline the key components of an email policy
   - Identify business drivers for email management
   - Compare and contrast various email management solutions
   - Identify the collaborative roles and responsibilities related to email management
   - Identify methods for managing an inbox
   - Create a business case for email management technology implementation
   - Describe the methods for capturing and managing messages, metadata, and attachments
   - Explain auto classification
   - Discuss the latest trends in email management

7. Emerging Storage Technology
- Identify the top 10 emerging storage technologies
- Explain the advantages and limitations of emerging storage solutions
- Define difference between in-house solution versus hosted ASP
- Identify security and regulatory requirements surrounding the system
- Identify the records and statutory requirements the system must meet
- Determine how to Identify and research geographic support
- Define how to develop relationships with IT to support the technology

8. Digital Asset Management
- Compare and contrast digital asset management technologies
- Identify digital formats and the restrictions inherent in each
- Examine how to identify organizational digital assets
- Discuss the latest trends in digital asset management
- Identify the challenges of rich media
- Outline a business case for digital asset management
- Identify the estimated costs associated with digital asset management

9. Mobile Devices
- Identify risks associated with the use of mobile storage and proposed solutions or workarounds
- Develop a policy for mobile devices and procedures for implementation
- Define organizational policy objectives for use of portable storage and communication devices
- Summarize recent case law on mobile devices
- Discuss the various types of mobile devices and the RIM impacts of each

10. Enterprise Content Management (ECM)
- Identify key components and functionality offered by ECM solutions
- Explain the benefits of ECM solutions
- Describe the challenges and limitations in the implementation of ECM solutions
- Identify the impact of ECM on end users including permission and access level
- Outline a plan for implementing an ECM solution
- Identify how an ECM solution impacts an organization's IT infrastructure
- Describe search and retrieval techniques
- Summarize the legislation, standards, and regulations impacting ECM
- Develop and implement a business classification scheme
- Identify the collaborative roles and responsibilities necessary to support an ECM program
- Identify business requirements of an ECM solution and create a business case
- Explain how ECM is used to capture, store, preserve, deliver and manage organizational content
- Identify best practices and pitfalls
- Compare and contrast ECM with ERM, EDM and integrated packages that handle both

11. ROI for Advanced Technology Projects
- Identify key cost components of existing systems and calculate TCO (total cost of ownership)
- Identify and project/estimate costs for the proposed technology
- Identify organizational methodologies for calculating ROI
- List various definitions of "Success" and how that can be used as a tool to justify cost.
- Identify tangible and intangible costs associated with technology projects
- Identify how to measure the ROI of a project that has an ROI projected years in the future

12. Auto Classification
- Summarize auto classification, how it works, and why you need it
- Identify the requirements and components of an auto classification system
- Outline a business case for auto classification
- Discuss the latest trends and technology in auto classification
- Explain when auto classification is used and how to measure success

13. Cloud Computing
    - Explain the concept of cloud computing
    - Discuss the benefits/risks of cloud computing for the business and RIM
    - Identify best practices to manage records stored in a cloud environment
    - Identify best practices for data security in a cloud environment

14. Electronic Document and Records Management Systems
    - Define the principles of document and records management
    - Summarize EDRM system functionality to control and manage data objects as evidential records
    - Explain the RIM processes in the EDRM system environment
    - Describe configuration requirements in an EDRM system
    - Contrast EDRM systems & stand-alone DM & RM systems & describe pros/cons of each approach

15. Digital Preservation Tools
    - Identify digital preservation tools (i.e. ADT, APSR, ARROW, PANDORA, VERS, XENA, etc).
    - Outline methodologies for deciding between competing solutions
    - Outline digital preservation techniques
    - Explain the efforts involved in applying digital preservation tools
    - Describe the decision-making process to use digital preservation efforts
    - Discuss the difference between retention, records management, and preservation

16. Web 2.0
    - Explain the concept of Web 2.0
    - Identify the business requirements of Web 2.0
    - Define the pros and cons to an organization utilizing Web 2.0
    - List the emerging trends for information sharing and collaboration in World Wide Web technology
    - Explain the development and evolution of web-based communities and hosted services, such as social-networking sites (Facebook, LinkedIn, Twitter), wikis and blogs
    - Explain the benefits of transitioning from isolated information silos to integrated applications
    - Explain the implications of Web 2.0 for RIM
    - Discuss the impact of social networking on the organization
    - Describe information privacy and security issues with respect to social networking
    - Develop a policy for the use of social networking tools
    - Define what should be included in policies and procedures to address Web 2.0

17. Web 3.0 - Emerging Technology
    - Identify emerging trends for the internet
    - Explain the potential impact emerging Web 3.0 technologies could have on the RIM profession

18. Electronic Records Management (ERM)
    - Describe the methodologies and technologies for managing electronic records
    - Describe search and retrieval techniques
    - Summarize the legislation, standards and regulations impacting ERM
    - Develop and implement a business classification scheme
    - Identify the collaborative roles and responsibilities necessary to support an ERM program
    - Outline different levels of access control and permissions
    - Outline a plan for implementing an ERM solution
    - Identify business requirements of an ERM system and create a business case
    - Identify how implementing an ERM system impacts an organization's IT infrastructure
    - Explain the process for maintaining ERM after implementation
    - Compare and contrast ERM with EDM and ECM
    - Utilize a federated approach for information management
    - Create a federated architecture to provide a centralized management of technology and records
    - Reduce business disruption, usually caused by new technology implementation, via a federated approach to systems and records management

19. Virtualization
    - Explain the concepts of network, server, and data center virtualization
    - Identify the benefits/risks of a virtualized environment for the business and RIM
    - Discuss challenges of managing information & enforcing business policies in a virtualized environment
    - Identify best practices for managing records in a virtualized environment

20. Information Organization and Access (IOA)
    - Define information organization and access
    - Explain the value of IOA to an organization
    - Explain how IOA fits into ECM
    - Explain content architecture
    - Outline the phases in an IOA project
    - Develop a business case for information organization and access (IOA)
    - Identify roles and responsibilities of an IOA team

21. Enterprise Search
    - Summarize enterprise search and how it works
    - Identify the requirements and components of an enterprise search system
    - Outline a business case for enterprise search
    - Discuss usability testing and implementation of enterprise search
    - Compare and contrast browsing and searching for information, and advantages and drawbacks of each
    - Evaluate the effectiveness of existing intra-application search services
    - Compare and contrast keyword vs. parametric search and keyword vs. concept search
    - Identify the process and value of taxonomic search
    - Explain information findability and how information retrieval technologies support it
    - Describe how search alerts and subscriptions work
    - Describe how to create and read RSS feeds, their value, and drawbacks

22. SharePoint
    - Discuss SharePoint's impact on an organization, including its impact on ERM, information search and retrieval, collaboration, and e-discovery.
    - Discuss migration issues surrounding SharePoint 2003 into MOSS
    - Identify the functionality and requirements needed to implement SharePoint effectively in the organization
    - Formulate a plan to incorporate SharePoint into an organization's RIM program
    - Define the strengths and weaknesses of SharePoint's approach to records management
    - Discuss a case study of implementing SharePoint in an organization
    - Discuss the use of SharePoint in conjunction with a DMS or EDRMS
    - Discuss potential issues for Mac users
    - Create a repeatable and defensible governance strategy to ensure consistent retention management and records practices
    - Identify how to utilize SharePoint to manage records in their native application or repository
    - Identify business rules to destroy drafts and work-in-progress documents

23. Enterprise 2.0
    - Summarize Enterprise 2.0 technologies and standards
    - Outline a plan for assessing organizational readiness
    - Identify the impact of Enterprise 2.0 on end users
    - Outline the business drivers for Enterprise 2.0 and create a business case
    - Identify the collaborative roles and responsibilities related to Enterprise 2.0
    - Identify business requirements for Enterprise 2.0
    - Explain the process for maintaining ERM after implementation
    - Identify best practices and pitfalls
    - Explain the process for integrating Enterprise 2.0 into processes and infrastructure

24. Shared Drives
- Provide guidance and best practices for classification of shared drive information
- Discuss how best to apply standard naming conventions and file structure to an out-of-control data repository
- Identify tools and solutions to classify unstructured shared drive data
- Explain approaches to applying retention requirements to share drives
- Identify methods for managing records on shared drives

25. Backup Tapes
- Describe the business purpose and use of backup technologies
- Explain the benefits of managing backup technologies
- Outline a policy/procedure for managing backup technologies
- Explain the differences between storage and retention and why best practice necessitates keeping them separate
- Define the difference between backup tapes and archive tapes
- Identify best practices for storing, rotating and retaining backup tapes
- Identify ways to collaborate with IT when discussing the use and disposition of backup tapes

26. Virtual Data Centers
- Define common terminology related to virtual data centers
- Identify best practices for managing virtual data centers
- Explain the implications a virtualized data center has for an organization and RIM
- Identify best practices from an off-site data center

Leadership

1. Building Presence with Executive Leadership
- Describe the importance of win-win relationships with executive leadership
- Describe the executive and board perspectives regarding establishing organizational priorities
- Describe information employees need to know more about their executives to ensure a more collaborative relationship
- Identify ways to disagree with your boss and not jeopardize the project, the team, or your job
- Describe approaches for negotiating priorities with your supervisor

2. Change Management
- Identify positive and negative aspects of change and how it can affect you and your staff
- Identify change management techniques and strategies to deal with organizational change
- Develop effective communication plans to facilitate the move from fear to commitment and create ownership across the organization
- Develop a change management plan to ensure all systems, policies and procedures support and do not undermine the change.
- Explain the role cooperation, collaboration and communication play in change
- Review and analyze trends in the industry in order to make recommendations for change

3. Succession Planning
- Distinguish between succession planning and replacement planning
- Sequence the phases required to implement a systematic succession plan
- Identify issues to investigate in relation to recruitment and retention of key staff
- Link your succession plan to human resource strategies
- Identify strategies for winning management commitment to your succession plan

4. Conflict Resolution
- Explore various reasons why people conflict
- Develop approaches to conflict management tailored to your situation
- Identify tools and techniques for maintaining emotional control and building trust

- Demonstrate effective, constructive feedback with direct reports, peers, & superiors
- Discuss strategies for reducing conflict
- Discuss effective listening techniques for conflict resolution
- Define mediation, describe situations where it is appropriate, and how it differs from coaching
- Develop strategies and practice tactics to handle emotions, anger, and tears associated with difficult conversations

5. Leading Teams in Multiple Locations
    - Identify the challenges when leading a team in multiple locations
    - Structure your remote team for maximum effectiveness
    - Identify leadership qualities required to successfully manage multiple locations
    - Manage conflict in remote teams and encourage positive momentum
    - Identify communication styles essential for successful management from a distance
    - Describe techniques for motivating your staff from a distance
    - Explore ways that technology can improve the effectiveness of your entire team
    - Describe how to measure success of the team in multiple locations

6. Attitudes of Leadership
    - Identify techniques for being confident, assertive, and in charge
    - Describe how to be assertive without appearing aggressive
    - Identify how to speak up, make your point, and win support
    - Explain methods for persuading others to your point of view
    - Define techniques for dealing effectively with difficult people
    - Discuss various communication styles and how to use them effectively as a leader

7. Strategic Leadership
    - Explain how to assess group or individual readiness for responding positively to strategic intent
    - Explain the importance of strategic thinking
    - Recognize and be able to respond effectively to stakeholders perspectives and interests
    - Examine leader's role in building, maintaining and developing relationships among those involved in initiatives
    - Identify strategies for increasing group cohesion and increasing individual and team commitment
    - Identify gaps between what we say we believe and what our actions reveal about our underlying values and how those gaps can undermine a strategic plan
    - Identify the difference between leadership and management and when to use each

8. Strategic Planning
    - Identify methodologies for developing a strategic plan
    - Define the relationships between the business units and the organization's strategic plan
    - Explain the role of the organization's mission, vision, values, goals and objectives in the strategic planning of the RIM program
    - Develop and define methods for strategic analysis of the current environment (i.e. SWOT)
    - Explain how effective forecasting supports short and long-term strategic plans
    - Recognize the difference between a strategic plan and an operational plan
    - Develop reports that tie RIM program metrics to strategic business drivers

9. RIM Professional Growth and Development
    - Describe the key characteristics and skills of a 21st century Records Manager and how the role fits into the organization today.
    - Use ARMA International's RIM Self-Assessment to create a professional development plan
    - Discuss education and information resources and certifications for the RIM profession
    - Identify the role of mentorship in career development and how to recruit a mentor or become one
    - Explore the benefits, and potential pitfalls, of peer-oriented support venues such as list-servs, blogs, etc.

10. Building a Professional Image
- Explain the benefits of a professional image
- Identify personal and professional growth options in RIM or cross industry
- Appreciate behaviors beyond clothing and accessory choices that contribute to a positive business image including body language, vocal tones, and personal habits
- Develop an action plan to improve professional image
- Identify techniques for portraying a professional image in social networking tools

11. Coaching for High Performance
- Describe how to establish your mission and role as a coach
- Define effective approaches to deliver feedback in any situation
- Demonstrate coaching skills to motivate and retain employees
- Explain how to coach employees across generations and throughout the employment life cycle
- Identify methods for enhancing team performance and channel conflict constructively
- Explain how to handle difficult coaching situations with insight and skill

RIM Practices

1. Basics of Records Management
- Define records management and the importance of managing information systems
- Outline the elements of a RIM program
- Distinguish between a record and a document
- Describe the business justification for records management and list the major components of a formally established records management program
- Identify the distinguishing differences among the major methods for records inventory
- Explain the business and legal benefits of establishing a records retention program
- Explain the life cycle of records

2. Auditing
- Explain the role of an internal audit as a tool for improvement
- Identify methods for conducting a RIM audit and for reporting audit outcomes
- Outline the steps in a RIM audit
- Identify resources for conducting an audit
- Develop a survey form, audit plan and schedule
- Write a detailed audit procedure for a records management program

3. Facility Layout and Design
- Identify criteria for selecting an off-site commercial records storage facility
- Establish the requirements for planning a records center facility
- Develop security policies and procedures
- Identify different types of records storage numbering systems and explain the advantages of each
- Compare and contrast the advantages and disadvantages of a commercial records center with an in-house facility
- Identify and evaluate costs associated with off-site commercial records centers
- Recognize common contractual issues related to off-site commercial records centers

4. RIM Taxonomy and Classification Schemes
- Compare and contrast taxonomy and classification
- Create a sample taxonomy and classification
- Identify the importance of a corporate taxonomy and its governance
- Analyze the challenges associated with building a taxonomy
- Identify various types of taxonomies and their appropriate applications

5. Data Mapping
- Explain the purpose and use of a data map
- Describe the key elements/fields of a data map
- Write a procedure and develop a matrix for gathering information for a data map

6. Records Destruction
- Identify destruction requirements based on record content and media type
- Distinguish between onsite and offsite destruction and an in-house program versus a vendor
- Develop a destruction policy based on corporate governance requirements and regulation.
- Outline the steps for records disposition and document procedures
- Identify best practices for offsite destruction
- Identify guidelines for ongoing destruction practices and audit schedules

7. Legacy Data/Systems
- Describe legacy data and legacy systems
- Identify approaches for migrating legacy data
- Write a policy for managing legacy data and legacy systems
- Describe problems or risks to an organization with regard to legacy data/systems

8. Mergers, Acquisitions, and Divestitures
- List the RIM tasks required during due diligence
- Write a procedure for consolidating or dividing a RIM Program
- Create a procedure for reviewing and mapping convergent RIM programs' practices and staffing models
- Define the records manager's role in preparing for a merger, acquisition, or divestiture

9. Statistical Measurement
- Identify what, why, and how to measure a records management program
- Explain the business significance of RIM statistics
- Write a brief report for executive management using the statistics
- Translate the statistics into positive actions to promote your records management program
- Establish qualitative and quantitative service level standards

10. RIM in a Decentralized or Distributed Environment
- Describe the benefits/risks of a distributed environment
- Define a distributed environment and explain how to develop one
- Define the role and tasks of the records manager in a distributed environment
- Identify best practices for RIM programs in a distributed environment

11. Records Retention
- Explain the traditional and current practices and theories behind records retention schedules
- Create a model diagram for three different types of records retention programs
- Explain the legal and business benefits of establishing a records retention schedule
- Outline the process for developing, implementing, and distributing approved retention schedules
- Explain importance of complying with a retention schedule and strategies for securing compliance
- Identify methods for consolidation of records schedules across the enterprise/record series
- Identify steps for implementing a records retention policy
- Explain how to conduct and document legal research on legislated records retention requirements
- Describe the theory and practice of records retention decision-making

12. RIM Training Programs
- Identify the steps for developing an effective training program
- List methods for conducting a needs assessment
- Utilize effective facilitation techniques
- Describe methods for evaluating a training program
- Select appropriate delivery methods based on audience and content

13. Global RIM Program
    - Identify cultural issues associated with RIM and develop strategies to address them
    - Discuss methods for monitoring and evaluating the effectiveness of a global RIM program
    - Identify and address the need for developing country-specific retention schedules
    - Identify global RIM requirements
    - Discuss the process for implementing a global RIM program
    - Identify differences in regulatory requirements per country

14. Metadata
    - Define metadata
    - Describe how metadata is used to manage records
    - Describe the purpose and use of the metadata in a recordkeeping system
    - Explain how metadata brings value to the enterprise
    - Create a metadata standard for the organization
    - Distinguish between implicit and explicit metadata and controlled and uncontrolled vocabularies
    - Summarize the issues surrounding the planning, creation and use of metadata
    - Explain the impact of metadata on workflows and content
    - Describe the value metadata brings to the organization
    - Outline a metadata strategy
    - Explore recent case law surrounding the use/misuse of metadata
    - Explain the process of analyzing data using data mining techniques and tools
    - Identify patterns, associations, or relationship among data

15. Security and Privacy
    - Distinguish different levels of access control, both in terms of information and people
    - Identify differences between physical and electronic security
    - Identify and define security classifications for various types of information within an organization
    - Develop policies and procedures for the handling and disclosure of records and information
    - Collaborate with IT regarding the security of records and information using mobile devices and technology

16. Content Inventory and Analysis
    - Conduct a sample content audit and analyze the results
    - Create a draft spreadsheet or database to hold inventory data
    - Decide which automated tools might assist you with content inventory/analysis
    - Identify security implications of this work
    - Distinguish between a content audit and a content inventory

17. Conducting a Records Inventory
    - Identify elements of information to be gathered through the use of an inventory form
    - Explain how to capture record categories, series, and descriptions
    - Identify records categories
    - Obtain end-user input on business-driven retention requirements

18. Standards-Based Information Models
    - Explain the importance and value of standards
    - Describe several specific standards in information organization and access
    - Distinguish between technology standards and information standards
    - Identify guidelines, commercial models, and community efforts that serve as informal standards

19. International RIM Approaches and Initiatives
    - Identify the current initiatives being promoted by ARMA International
    - Discuss initiatives and theories being discussed in various committees at ARMA International
    - Identify and discuss evolving theories in RIM
    - Discuss technology's impact on the field of RIM
    - Discuss the Sedona Conference's outcomes and impact on RIM

20. Micrographics
    - Describe the different types of cameras used for microfilming
    - Discuss the pros and cons of raster formats currently in use
    - Discuss the purpose of various peripheral equipment, such as processors, duplicators, jacket and aperture card loaders, and readers and reader-printers
    - Describe computer-assisted retrieval systems (CAR) and computer-output microfilm (COM)
    - List the purpose, advantages, capabilities, and major components of electronic imaging systems
    - Explain the various types of optical disks and their characteristics.
    - Discuss how hybrid micrographic systems complement electronic imaging in enterprise-wide computer systems
    - Identify the advantages and limitations of using micrographics or electronic imaging in the management of an organization's records

21. Standards and Regulations for Electronic Records
    - Discuss the implications of existing and future releases of RMA standards
    - Identify and discuss new ERM-related standards
    - Discuss court decisions on the interpretations of issues involving ERM or RMA
    - Discuss recordkeeping requirements implemented at FBI, CIA and NARA and how to incorporate these into a private enterprise
    - Define the impacts of the Federal Rules for Civil Procedure and the role in RIM practices
    - Identify the key measurement to quantify the validity of a Content Management System
    - Identify examples of prevalent regulations such as SOX, HIPPA, US Patriot Act, etc.

22. FBI’s Electronic Recordkeeping Certification Program
    - Explain how the FBI’s electronic recordkeeping process incorporates electronic recordkeeping requirements into the agency's system development life cycle
    - Describe the FBI process used to evaluate system compliance with records management criteria
    - Explain how the FBI’s process guides system sponsors and developers in assessing and incorporating records management criteria into system requirements specifications
    - Explain the FBI’s process of identifying systems that contain records

23. SharePoint Governance Plan
    - Explain the importance and value of defining a SharePoint strategy
    - Facilitate internal discussions with stakeholders around key issues that shape the strategy
    - Apply checklists to shape development and/or evaluation of a SharePoint strategy
    - Create SharePoint content types
    - Develop a file plan in SharePoint records center
    - Manage retention and disposition in SharePoint
    - Configure the SharePoint records declaration process

24. Outsourcing RIM Practices/Processes
    - Explain what to consider when deciding to outsource
    - Explain how to evaluate service providers in offsite storage, digital asset storage, shredding, etc.
    - Outline how to conduct a site visits
    - Identify techniques for addressing aggressive sales tactics during the evaluation process
    - Identify methods for comparing vendors
    - Develop a business case to make recommendations to senior management
    - Discuss the critical components of the contract phase
    - Discuss service level agreements and ongoing assessment

25. Indexing
    - State the objectives of an indexing system
    - Explain the differences between direct and indirect access systems
    - Identify the various types of coding systems
    - Describe the functions of an index and identify general criteria for indexing systems

- Identify the arrangements, purposes, and characteristics of the different classification systems, i.e., subject, numeric, alphabetic, alphanumeric
- Identify factors that help reduce the area and time of a records search
- Recommend solutions for common filing problems and for safeguarding the security and confidentiality of records
- Describe the process for file reorganization
- Describe common approaches to locating misfiled information

26. Generally Accepted Recordkeeping Principles (GARP)
    - Define GARP and its' place in RIM programs
    - Provide a detailed update as to where GARP is within the socialization process
    - Explore each of the eight principles and relate each to sound RIM programs and best practices
    - Apply Generally Accepted Recordkeeping Principles to promote efficient operation of records management in an organization
    - Utilize GARP to demonstrate compliance with applicable laws, regulations, and standards
    - Apply GARP to validate the mission of the organization
    - Facilitate adherence to the policies and procedures of the organization through application of GARP
    - Apply GARP to create a compliant audit trail
    - Utilize GARP to ensure the integrity of the recordkeeping systems, including; hardware, network infrastructure, and software

27. Conversion of Micrographic Images to Digital
    - Explain key terminology and differences of microfilm formats
    - Identify best methods for capturing index data related to microform files
    - Identify digital conversion processes
    - Identify quality assurance requirements for micrographic conversions
    - Explain the pros and cons of converting from micrographic to digital format
    - Define the business requirements for going from micrographics to digital vs. digital to micrographics
    - Identify the pros and cons of converting in-house vs. outsourcing
    - Identify document types conducive to micrographic to digital conversion

28. Managing Employee Records
    - Communicate to stakeholders the importance of capturing corporate knowledge and memory
    - Clean up and realign files and records prior to employee departure
    - Create a checklist for department manager to use in advance of employee departure
    - Create a plan with IT to capture records on company owned electronic devices
    - Develop an "exiting/transitioning employee" policy and procedure
    - Define how to measure employee participation in RIM policy and procedures
    - Identify tools and resources to aid in managing employee records
    - Discuss the importance of thorough documentation to head off possible litigation

Risk Management

1. Law Firm Records Management
    - Draft a policy on how transfers are processed for the release of records, incoming attorneys with a book of business, and outgoing attorneys leaving with clients to other firms
    - Develop strategies to use to manage a legal hold scenario for electronic and physical files
    - Create a process for identification of ethical walls among client relationships

2. Legal Holds
    - Outline procedures for applying, suspending, and completing records holds in a records center and enterprise-wide
    - Describe the relationship between legal, business unit, information services and records management for implementing records holds

- Describe how records/information holds are applied to electronic records
- Develop a communication plan for establishing and managing a records hold
- Explain the role of records manager during a legal hold
- Identify and communicate risks and consequences of spoliation
- Develop legal hold criteria
- Direct IT regarding deletion of information and copies released from hold
- Identify key stakeholders for legal holds
- Identify on-going follow-up needs through course of litigation

3. Information Security and Privacy
    - Create and execute plans that integrate physical and electronic security
    - Identify specific security risks associated with wireless networks, telecommuting, etc.
    - Develop information handling procedure and security classification policy
    - Collaborate with IT to identify information assets and perform a risk analysis of them
    - Develop a tracking system for information disclosures
    - Provide guidelines and train employees regarding information disclosure
    - Test internal controls for security of information assets
    - Map information flows in RIM systems
    - Identify special global privacy and security requirements
    - Identify several types of security management strategies and defenses
    - Explain how security management strategies and defenses can be used to ensure the security of records

4. RIM Program Internal Audit and Risk Analysis
    - Identify threats to vital records
    - Describe destruction, loss, and corruption related to risk
    - Partner with legal and IT staff to identify and rank RIM risks
    - Perform risk analysis and document risk mitigation steps
    - Identify information security gaps and breach points
    - Map assessment to ISO 15489 requirements
    - Conduct a risk assessment based on ISO 17799 requirements
    - Identify the stakeholders and drivers and methods for conducting the audit
    - Identify the pros and cons of various auditing methods
    - Develop a roadmap to address the gap analysis
    - Conduct a sample content audit and analyze the results
    - Create audit schedule, notification template, and items to be included in the audit report
    - Communicate assessment results and outline steps for remediation

5. Compliance Training
    - Identify and build components of enterprise-wide compliance training program
    - Incorporate RIM requirements into corporate compliance program
    - Identify different types of training programs and the target audience
    - Define how compliance is measured and communicated

6. Financial Reporting Compliance and Standards
    - Identify similarities and differences between recordkeeping and reporting requirements for US financial reporting and compliance regulations
    - Identify requirements for recordkeeping, audit and reporting and their effect on publicly traded companies doing business in the U.S., Canada, Europe, and Japan
    - Explain the evolution of regulations in US, Canada, Europe and Japan, and their future direction
    - Identify how to develop strategies for compliance

7. Third Party Due Diligence
    - Identify and assess risks that occur when using third party service providers.
    - Identify RIM contract requirements for third party data hosting.
    - Identify steps/requirements to monitor/audit third party service provider controls.

8. E-Discovery and Document Production
- Identify the components necessary to manage the discovery process
- Identify costs associated with potential litigation response strategies
- Describe the key elements of e-discovery, the federal rules and legal holds and how they relate
- Describe the changing role of records management as it relates to e-discovery
- Explain the role of records management and digital preservation in e-discovery
- Develop guidelines regarding the collection, preparation, and delivery of documents requested
- Develop notification, production, routing and approval processes

9. Collaboration among Compliance/IT/Legal/Risk
- Outline the need for collaboration between RIM, IT, and Legal
- Describe the goals, roles, and responsibilities of the collaborative team
- Identify the strengths IT, RIM, and Legal professionals each brings to the team
- Identify competing principles between IT, RIM and Legal and work together to overcome them
- Explain how the team can create change within the organization
- Build an interdepartmental team to identify security classification requirements of the organization's records
- Create a security classification framework
- Provide guidance to and educate those using the framework
- Write security classification policy and document procedure

10. Information Breaches and Intellectual Property
- Summarize laws, standards and regulations regarding information breaches
- Develop a communication plan for outlining the importance of information handling policy and procedures compliance
- Define material breach and the notification method to be used by the organization
- Identify strategies to prevent or minimize trade secret theft
- Identify intellectual property thieves look for and how to block them
- Explain current marketplace values of typical trade secrets and new intellectual property
- Identify reasons why people steal intellectual property and confidential information
- Identify steps you can take today for effective intellectual property controls

11. Disaster Preparedness/Recovery Program
- Explain the need for disaster preparedness and recovery planning
- Identify the steps in developing a disaster preparedness and recovery plan
- Identify what your organization considers a disaster
- Identify business case for disaster preparedness/recovery program
- Identify key elements and components of disaster preparedness/recovery program
- Identify methodologies for testing disaster preparedness/recovery program
- Outline the steps for a disaster drill and describe its value.
- Compare and contrast disaster recovery, business continuity, & back up of electronic records
- Identify the resources to aid in developing a disaster recovery plan

12. Vital Records
- Explain the need for vital records protection planning
- Describe how vital records are identified and how they differ from important and useful records
- Identify types of vital records
- Explain the concepts and techniques of protecting vital electronic records
- Conduct a vital records inventory
- Perform a business impact assessment (BIA)
- Perform a risk assessment
- Develop a plan to protect mission-critical records and to make them accessible when needed
- Identify laws, statutes, regulations, and requirements pertaining to vital records
- Map location of vital records
- Audit the recovery procedure

- Survey stakeholders about the vital records program
- Perform third party due diligence for hosted vital records.

13. Business Continuity Plan
    - Evaluate the effectiveness of critical information access during an event
    - Evaluate sites for records security and accessibility
    - Benchmark the business continuity plan against ANSI/ARMA 5-2003 standard
    - Identify proper protection methods for vital records
    - Perform an organizational records impact analysis
    - Develop a survey for key business area owners regarding records and information access needs in the event of an interruption
    - Assess whether IT documentation is clear, concise and compliant with the BC plan
    - Explain the differences between business continuity plan and a disaster recovery plan

14. Data Mapping for Risk Identification and Mitigation
    - Identify key stakeholders for e-discovery
    - Communicate the value of data mapping for litigation, regulatory exams, and audits
    - Develop a matrix or checklist of information needed for mapping
    - Create a schedule for completion, ranking departments according to risk
    - Communicate the benefit of knowing the who/what/when/where and how of data to IT and the business area owners
    - Develop and distribute a data map, matrix, or checklist
    - Identify records in a hosted environment and develop a due diligence schedule
    - Define data map requirements and persuade stakeholders to complete the map

15. Data Management
    - Verify backup and storage processes and procedures
    - Separate backup and storage from retention policies and procedures
    - Perform due diligence on data management practices within the organization
    - Collaborate with IT to ensure all processes related to information assets are properly documented
    - Describe the business purpose and use of Backup files (i.e. tapes, servers etc.)
    - Explain the benefits of managing Backup Tapes/Files
    - Outline a policy/procedure for managing Backup Tapes/Files
    - Define appropriate use and management

16. Enterprise Risk Management
    - Explain enterprise risk management
    - Describe major elements of enterprise risk management and the RIM professional's related role.
    - Identify best practices and performance metrics for enterprise risk management
    - Describe the role of a professional insurance company in managing your enterprise risk
    - Explain the steps for performing an enterprise risk assessment

17. Litigation Readiness Assessment
    - Conduct a litigation readiness assessment
    - Create a litigation response team
    - Develop maintenance processes for the ESI data map
    - Create preservation processes
    - Discuss how an email archiving process might be beneficial to an organization
    - Discuss the issues related to collection processes and guide decisions on how an organization should proceed
    - Develop a business case to support the investment required to standardize discovery processes

Pre-Conference Seminars

1. Business Process Management
2. E-Discovery
3. Electronic Records Management: RIM and IT Collaboration

4. Email Management
5. Governance, Risk, and Compliance (GRC)
6. Legal: RIMs in a Law Firm
7. Privacy and Information Security
8. Records Manager as a Leader
9. Records Retention
10. Technology and the Records Manager: how to manage technology, not let technology manage you.

OTHER

Unsolicited Proposals